Implementing an Intensive Career Development Program For Women Faculty

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Medical University of South Carolina

Women and Minority Faculty
Inclusion
The University of Texas
MD Anderson Cancer Center
Models from:

The Medical University of South Carolina

MUSC Women Scholars Initiative (WSI)

Center for the Advancement, Recruitment and Retention of Women in Science (ARROWS)

The University of Texas MD Anderson Cancer Center

Women and Minority Faculty Inclusion
A snapshot: Status of Women Faculty – FY14
MUSC, MD Anderson, AAMC

By Rank

<table>
<thead>
<tr>
<th>Category</th>
<th>MUSC</th>
<th>MD Anderson</th>
<th>AAMC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Members</td>
<td>41%</td>
<td>37% 38%</td>
<td></td>
</tr>
<tr>
<td>Instructors</td>
<td>65%</td>
<td>40%</td>
<td>56%</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>46%</td>
<td>43% 44%</td>
<td></td>
</tr>
<tr>
<td>Associate Professors</td>
<td>41%</td>
<td>43% 34%</td>
<td></td>
</tr>
<tr>
<td>Professors</td>
<td>19%</td>
<td>26% 21%</td>
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</tbody>
</table>

% of faculty that are women (within each category)
A snapshot: Status of Women Faculty – FY14
MUSC, MD Anderson, AAMC (cont’d)

By Track & Endowed Positions

% of faculty that are women (within each category)

- MUSC
- MD Anderson
- AAMC

Tenured
- MUSC: 20%
- MD Anderson: 27%
- AAMC: 22%

Tenure Track
- MUSC: 37%
- MD Anderson: 34%
- AAMC: 39%

Endowed Position Holders
- MUSC: 12%
- MD Anderson: 20%
**Rationale**

Although national career development programs are available to women in academic medicine, the costs and overall and/or per institution attendee caps limit the number of women at individual institutions receiving this valuable support each year. Implementing a program at your institution allows more women to receive career development support at minimal cost per attendee.
Goals

• To empower women to seek out promotion, tenure and leadership positions

• To increase the number of women who are in upper ranks, tenured and in leadership positions

• To provide knowledge and skills needed for career advancement

• To leverage the resources of the institution by sharing learnings from AAMC and other career development programs

• To provide past attendees with opportunity to take a leadership role and hone their skills
Description: Both programs were modeled after the AAMC Early/Mid-Career Women Faculty Development Seminars

**MUSC**
- Two-day program, every other year*
- Early and mid-career women faculty from all colleges (45-55 attendees)
- Dedicated slots to local sister institutions (10 attendees)
- *Half-day program on promotion in intervening years

**MD Anderson**
- One-day program*
- Different programs for early and mid-career women faculty
  - Early (35-40 attendees)
  - Mid- (20 attendees)
- Keynote address open to entire MDACC community as kick-off
- * 1.5-hour program on promotion every other year; one for each track (4)
Planning

MUSC

• Representatives from each of the colleges; co-chaired by members of the WSI Steering Committee

MD Anderson

• Former attendees of AAMC programs

Committee

Staff Support and Coordination

• WSI and Center for ARROWS
• Women and Minority Faculty Inclusion
<table>
<thead>
<tr>
<th>Timeline</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-12 months prior</td>
<td>Develop and obtain approval of budget</td>
</tr>
<tr>
<td>7-8 months prior</td>
<td>Set dates and reserve rooms. Invite external speaker(s)</td>
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<tr>
<td>6-7 months prior</td>
<td>Form planning committee and hold first committee meeting to discuss structure of program, topics, etc.</td>
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<tr>
<td>6 months prior</td>
<td>Begin to identify internal/local speakers for potential topics. Submit CME application at month 6 (MDACC).</td>
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<tr>
<td>5-6 months prior</td>
<td>Send announcement to college deans and department chairs about the program and nomination process. Send email to women faculty encouraging them to self-nominate to their department chair/dean.</td>
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<tr>
<td>5 months prior</td>
<td>Finalize list of attendees; send email and survey to attendees to confirm attendance to entire program and ask attendees to select topics of interest. Send email to deans and chairs and ask them to confirm release of attendees from duties during the program.</td>
</tr>
<tr>
<td>3-4 months prior</td>
<td>Modify and finalize agenda topics and speakers based on attendees’ topic preferences. Order supplies, contact caterers.</td>
</tr>
<tr>
<td>3 months prior</td>
<td>Request updated CVs and personal statements from participants for review by promotion session leaders. Submit CME application (MDACC).</td>
</tr>
<tr>
<td>1-2 months prior</td>
<td>Assign attendees to break out sessions based on their preferences; designate table assignments for large group sessions.</td>
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<tr>
<td>1 month prior</td>
<td>Provide CVs and personal statements to promotion session leaders; send reminders to speakers and request slides/handouts from speakers; send reminders to attendees.</td>
</tr>
<tr>
<td>1-2 weeks prior</td>
<td>Load slides on flash drives for attendees, print name tags and individual agendas.</td>
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<tr>
<td>2-4 weeks after</td>
<td>Send follow-up satisfaction survey that includes suggestions for improving program.</td>
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<tr>
<td>1-2 months after</td>
<td>Planning committee debrief meeting; discuss survey results and potential changes for the next program.</td>
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<tr>
<td>1 year after</td>
<td>Send one-year follow-up survey to attendees to collect data on success in promotion and obtaining leadership positions.</td>
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Program Structure and Duration

**MUSC**

**Day 1:**
- Large group panel discussion and breakfast (1.5 hrs)
- Small group break-out session (1.5 hrs)
- Large group discussion and lunch (1.5 hrs)

**Day 2:**
- Large group panel discussion and breakfast (1.5 hrs)
- Small group break-out session (1.5 hrs)
- Large group discussion (1.5 hrs)

**MD Anderson**

*2nd asst. prof. workshop*

**Day 1:**
- Keynote open to institution followed by reception (1.5 hrs.)

**Day 2:**
- Large group presentations and breakfast (two for 1.0 hr. each)
- Large group presentation and exercise (.5 hr.)
- Lunch and Learn breakouts (8 choices; attendees chose two for .45 hr. each)
- Large group presentation and exercises (3 hrs.)
Program Content

Large Group Session Topics

MUSC

Inspiring Women (panel)
The Art of Self-Promotion
Work-Life Mgmt (panel)
Dealing with Difficult People
Promotion: CV and Personal Statement Content and Structure

MD Anderson

Stories of Success from Women Leaders (panel)
The Art of Promoting Yourself…and Others
From the Male Perspective (panel)
Networking (2\textsuperscript{nd} asst. workshop)
Optimizing Communication (2\textsuperscript{nd} asst. workshop)
Finances at MD Anderson (assoc. prof.)
## Program Content

### Small Group Break-out Session Topics

<table>
<thead>
<tr>
<th>MUSC (10-12 attendees per group)</th>
<th>MD Anderson (5-10 attendees per group)</th>
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</thead>
<tbody>
<tr>
<td>Negotiation</td>
<td>Marketing Oneself</td>
</tr>
<tr>
<td>Leadership Skills</td>
<td>Negotiating</td>
</tr>
<tr>
<td>Time Management</td>
<td>Networking and Communication</td>
</tr>
<tr>
<td>Internalizing Success</td>
<td>Work-Life Integration</td>
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<tr>
<td>Building a Mentoring Network</td>
<td>Career Focus Roundtables (clinical and research)</td>
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<tr>
<td>Establishing Collaborations</td>
<td>How to Start Up a Lab</td>
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<tr>
<td>Promotion: Criteria, Q &amp; A, One-on-One Feedback</td>
<td>Personal Resilience</td>
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<td>Taking Action on Translation</td>
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<td>Melding Clinical Care &amp; Research</td>
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<td></td>
<td>Dealing with Writing Procrastination - Yours &amp; Your Trainees’</td>
</tr>
</tbody>
</table>
Attendee Selection and Preparation

**MUSC**

Self-nominated to college dean who makes the final selection

Number of slots varied based on size of college

Attendees placed in small group break-out sessions based on topics of interest selected prior to program

Updated CVs and personal statements sent to leaders of promotion break-out sessions in advance

**MD Anderson**

Self-identified

Committee members reached out to individuals

Expected to prepare synopsis and goals statement in advance
Funding

MUSC

- Provided by:
  - Provost and College of Medicine (WSI)
  - NSF ADVANCE grant HRD-1310268* (Center for ARROWS)
- No charge to MUSC faculty
- Costs of 2-day program for 50 attendees
  - $14,000 or $280 pp in 2014, incl $8,500 for 3 external speakers and a reception
  - $7,500 or $150 pp in 2016, incl $3,000 for 2 external speakers; no reception
- Sister institutions
  - 5 slots each provided to College of Charleston and Citadel colleagues in 2016; charged $200 pp

* Any opinions, findings, and conclusions or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the National Science Foundation

MD Anderson

- Provided by Women and Minority Faculty Inclusion
- No charge
- Costs
  - 1st asst. prof. workshop: $5,000 or $142 pp
  - Assoc. prof. workshop: $6,150 or $307 pp
  - 2nd asst. prof. workshop: $9,800 or $245 pp, incl. $6,000 for external speaker
- Sister institutions
  - 5 slots held for Texas Medical Center colleagues (3 used); no charge
Other Considerations and Evaluation

- CME accreditation obtained at MDACC (requires a lot of effort)

- Evaluations
  - MDACC: surveys sent to attendees within one month to gauge program value and gather suggestions for improving the program
  - MUSC:
    - Pre-program and one-month post survey sent to collect data on topics of interest, knowledge gained, program value and suggestions for improving the program
    - One-year post survey sent to collect data on successes in promotion, tenure and leadership
Lessons Learned: MUSC

• Separating by rank and/or clinician vs scientists may be valuable/beneficial for certain topics

• Clinicians have more difficulty giving up two days; one-day program may work better

• Consider having women self-nominate to CDP, rather than go through chair/dean; have women submit CV and letter of interest directly to committee

• Provide examples of strong personal statements from successful promotion packets

• Include more time for informal networking

• Include men on some panel discussions
Lessons Learned: MD Anderson

- Value of keynote open to entire community
- Incorporate
  - Men on large group panel discussions
  - Finance as a topic
  - External content expert(s) if not available in-house and resources allow
- Future workshops will include both assistant and associate professors to increase number of attendees, lower per person cost and facilitate networking across ranks.
Resources

MUSC

Women Scholars Initiative:
http://academicdepartments.musc.edu/arrowinitiative/

College of Medicine Center for Advancement, Recruitment and Retention of Women in Science:
http://academicdepartments.musc.edu/arrowinitiative/arrows/index.htm

UT MD Anderson Cancer Center

MD Anderson Women and Minority Faculty Inclusion:
www.mdanderson.org/facultyinclusion
Acknowledgements

Many thanks to those who have played a role in planning and support of these programs, especially

At MUSC:

Deborah DeWaay, M.D.
Associate Professor of Medicine
Planning Committee Co-Chair 2014-2016

Samar Hammad, Ph.D.
Associate Professor of Regenerative Medicine
Planning Committee Chair 2013

Darlene Shaw, Ph.D.
Associate Provost for Education and Student Life
Chair, Women Scholars Initiative

Carol Feghali-Bostwick, Ph.D.
Professor of Medicine
Director, Center for ARROWS

Ashli Sheidow, Ph.D.
Professor of Psychiatry
Past Vice-Chair, Women Scholars Initiative

At MD Anderson:

Program Planning Committee Co-Chairs

Early-Career Program 1
Elizabeth Rebello, M.D.
Associate Professor, Anesthesiology & PeriOperative Medicine
Susan K. Peterson, Ph.D, M.P.H.
Professor, Behavioral Science

Mid-Career Program
Suzanne Craig, D.V.M.
Professor, Veterinary Med. & Surgery
Andrea Milbourne, M.D.
Professor, Gynecologic Oncology & Reproductive Medicine

Early-Career Program 2
Marina C. George, M.D.
Associate Professor, General Internal Medicine
Alicia Kowalski, M.D.
Professor, Anesthesiology & PeriOperative Medicine
Dr. Tamara Nowling is an Associate Professor in the Rheumatology Division of the Department of Medicine at the Medical University of South Carolina (MUSC). Dr. Nowling is a Molecular Biologist having earned BA degrees in Biology and Chemistry from the University of Northern Iowa and a PhD in Molecular, Cellular and Development Biology at Iowa State University. She completed her postdoctoral training at the University of Nebraska Medical Center Eppley Cancer Institute. Her current research projects include elucidating the transcriptional regulation and function of genes that play a role in T cell pathogenicity during the progression of lupus and understanding the mechanisms and role of glycosphingolipid metabolism in lupus kidney disease. Past and present sources of funding for her research include the National Institutes of Health, Alliance for Lupus Research foundation, Veterans Administration and Department of Defense. Dr. Nowling serves as the Vice-Chair for the Women Scholars Initiative at MUSC and is a Co-Principal Investigator on a grant from the National Science Foundation ADVANCE program that supports the Center for Advancement, Recruitment and Retention of Women in Science (ARROWS) in the College of Medicine at MUSC.
Dr. Travis is the Associate Vice President, Women and Minority Faculty Inclusion, and Mattie Allen Fair Professor in Cancer Research in the departments of Experimental Radiation Oncology and Pulmonary Medicine at The University of Texas MD Anderson Cancer Center. She is an internationally recognized scientist who has made significant contributions to our understanding of the effects of radiation on normal tissues in her 25 years in the field. For the past eight years, she served as Associate Vice President, Women Faculty Programs, where she led efforts to further the academic careers of women physicians and scientists by ensuring they are appointed to high profile committees and leadership positions, by leading institutional policy change to address obstacles that interfere with women’s success, and by providing career guidance to countless women faculty. The office recently expanded under her leadership to include minority faculty, where she will apply similar and new strategies to address their specific career needs.

Dr. Travis is a principal investigator on two NIH grants: a U54 partnership grant with Puerto Rico, “Partnership for Excellence in Cancer Research”, and an R01 grant “Gatekeepers and Gender Schemas,” which seeks to understand the role that gender plays in choosing faculty for tenure track positions.

She is a fellow of the American Society of Radiation Oncology, recipient of the Association of American Medical Colleges’ Group on Women in Medicine and Science Leadership Development Award for an individual (2009) and an institution (2012). Dr. Travis was inducted into the Greater Houston Women’s Chamber of Commerce Hall of Fame in 2012 and elected as a member of its Board of Directors in 2013. She is a member of the Board of Directors of the Association for Women in Science. She was recognized at the Houston Italian Cultural and Community Center’s 12th annual gala honoring the Italian Influence in Medicine and is the recipient of the 2014 Marie Sklodowska-Curie Award by The American Association for Women Radiologists. She is the immediate past Chair of the Group on Women in Medicine and Science, Association of American Medical Colleges.
Abby Mitchell, M.B.A.

As project director, Abby designs and implements career development programs for MD Anderson’s women and minority physicians and scientists and plans and executes programs to recognize those who support their careers. In partnership with Dr. Elizabeth Travis, AVP Women and Minority Faculty Inclusion, she serves as a resource to women and minority faculty and collaborates with other departments within and outside MD Anderson to facilitate their advancement. Her work at MD Anderson began six years ago, when she developed and executed the marketing strategy and community outreach for its new book, edited by Dr. Travis: Legends and Legacies: Personal journeys of women physicians and scientists at M.D. Anderson Cancer Center. Prior to that, Abby was chief of staff to the dean of the UT Medical School at Houston for over 20 years. She has an undergraduate degree in French from Tufts University and an MBA in health care management from the Wharton School at the University of Pennsylvania. Outside work, she serves as a volunteer and board member of Ten Thousand Villages Houston, a non-profit fair trade gift store.

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Mugé Simsek, M.B.A.

Mugé Simsek, MBA, has been working as senior metrics analyst in the Office of Women and Minority Faculty Inclusion for eight years. Her major roles include developing and maintaining key indicators (KPIs), analyzing institutional data relevant to faculty, preparing reports, presentations, conference posters, and managing communications activities. Mugé has 15 years of solid experience in the research field. Before joining MD Anderson, she worked at a market research consulting firm where she conducted market feasibility studies for business development. Then, she joined Cyberonics, Inc., a medical device company, and Texas Children’s Hospital, where she performed segmentation studies for referring physicians to optimize marketing efforts and create marketing plans, managed patient satisfaction surveys and conducted market analyses for hospital expansion and site selection purposes. Mugé has an undergraduate degree in Psychological Counseling from Bosphorus University, Istanbul, Turkey, and an MBA from The University of Houston-Clear Lake in Texas. In her spare time, she volunteers as a board of director member for a non-profit, Education for Women in Turkey Fund, which aims to provide girls and young women with access to education.
Erin A McClure Ph.D.

Dr. Erin A. McClure is a behavioral psychologist and an Assistant Professor in the Department of Psychiatry and Behavioral Sciences. Dr. McClure earned her B.S. in Psychology and Neuroscience from Allegheny College in 2003, and earned her Ph.D. in Psychology from the University of Florida in 2009. She completed a postdoctoral research fellowship at the Johns Hopkins University School of Medicine. Dr. McClure’s research interests focus broadly on improving strategies to treat cigarette smoking and study the complex process of relapse, while integrating technology to improve research and treatment efforts. Dr. McClure currently has funding from the National Institutes of Health to support the development and evaluation of a remote monitoring technology to detect smoking and relapse in adolescents and emerging adults. Dr. McClure is also an active collaborator on several federally-funded research grants focused on the study and treatment of nicotine and cannabis dependence. Dr. McClure has been a part of the Women Scholars Initiative at MUSC since 2014 and serves as the Co-Chair of the Career Development Program subcommittee.